



## Christie Patient Centred Research (CPCR) Vision and Development Framework

### Introduction

The Christie NHS Foundation Trust has a long standing history of being at the forefront of innovative research in cancer care and it is one of the largest cancer treatment centres in Europe. The Trust, in partnership with University of Manchester, School of Nursing, Midwifery and Social Care (SNMSW), appointed the first Professor of Cancer Nursing in May 2015, to provide research leadership and push forward an agenda in clinical research and research capacity building. Following this appointment, a new research group has been developed – Christie Patient Centred Research (CPCR). Patient-centred research includes the personal, social, environmental and psychological factors related to illness and experiences of health care. It relates to the organisation and provision of care across cancer pathways, organisational boundaries (i.e. health-social care and hospital-community care) and use of technology to improve patient outcomes and experience in cancer prevention, early detection, treatment and survivorship. Through this development, we aspire to put The Christie at the forefront of national and international patient-centred research in cancer.

This document sets out our vision for CPCR and objectives in order to measure its progress. It has been developed collectively with staff, patients and carers, and is aligned with the Christie Research Strategy.

### National and local strategic drivers

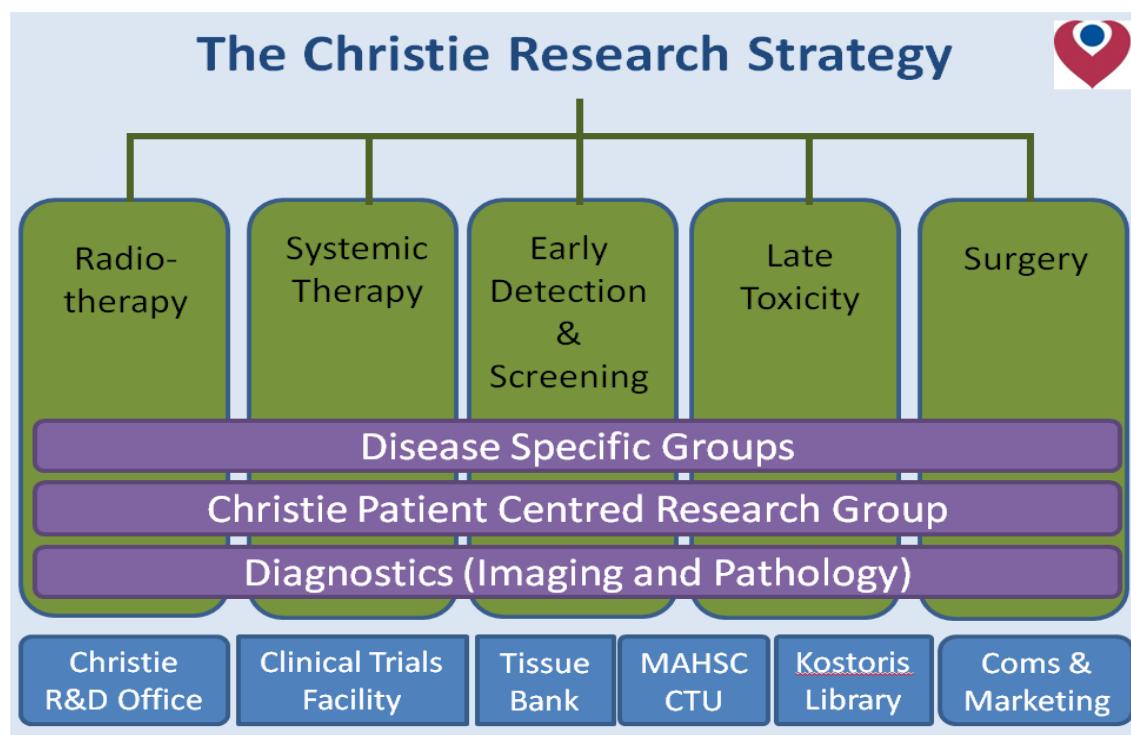
Research is a core part of the NHS and the Five Year Plan (2015) and places patient centeredness at the heart of NHS services<sup>1</sup>. The NHS Research & Development Strategy (2013-2018) outlines the NHS vision for research and sets a commitment to research as a driver for improving care quality, experience and productivity. The overarching aim is to create an NHS culture where commissioning and clinical decisions are underpinned by research; ensuring that “research is everybody’s business”. The expansion of patient-centred research, as well as increasing patient access to research opportunities, is fundamental to achieving this aim. Similarly, research is essential to achieving the aim set out by the Cancer Strategy for England (2015-2020) to radically improve cancer outcomes<sup>2</sup>. This is reflected in the Christie Research Strategy.

At a local level, The Christie works collaboratively with its Manchester Academic Health Sciences Collaboration partners across Greater Manchester maximising its opportunities through collaboration and utilisation of resources. Greater Manchester Devolution provides greater opportunity for collaboration between health and social care through the alignment of services and strategic leadership. The vision of the devolution agenda is partnership with the people of Greater Manchester to improve health, highlighting the need to ensure patient views, wishes, needs opinions and values are at the centre of service developments. Manchester Cancer is an integrated cancer system that brings together NHS service, research and education, to drive improvements in clinical outcomes and patient experience across the entire patient pathway across Greater Manchester. Alongside this is the Cancer Vanguard partnership between The Christie, Royal Marsden and University College London Hospital. Vanguard will focus on testing new models and new approaches to care establishing systems to drive improvements in clinical outcomes and patient experience across the entire cancer patient pathway. Each of these initiatives reflects the core function of CPCR.

Clinicians, including nurses, allied health professionals (AHP) and medical doctors are the main providers of patient care and are instrumental to the generation and implementation of research evidence. Not all clinicians have the necessary capacity or capability to fully engage in research; leading to a largely untapped resource and missed opportunities to transform patient care and NHS services through high quality research. A number of National Institute for Health Research (NIHR) competitive schemes are available to support nursing, AHP and medical clinicians to engage in research and become the clinical academic leaders of the future. Funding schemes are available from internships, masters of clinical research, and doctoral/postdoctoral fellowships. Progress is also being made with the establishment of clinical academic roles for nurses and AHP which are often joint appointments between a healthcare provider and higher education institution. A commitment to continual growth in the number of research active clinicians and investment in clinical academic careers will enhance research capacity and capability of the NHS workforce and ultimately lead to improved patient outcomes and experience.

### The Christie Research Strategy

The Christie 20:20 vision is to be a leader in cancer care, not only providing the best outcomes and best experience to patients, relatives, carers and staff, but also leading research developments in cancer care nationally and internationally. The Christie Research Strategy sets a vision to develop a comprehensive research programme and research infrastructure to enable it to be listed as one of the world's leading comprehensive cancer centres by 2020. Patient-centred research is integral to The Christie achieving this aim. Research at The Christie is divided into five themes including Radiotherapy, Systemic therapy, Early detection and screening, Late Toxicity and Surgery. Cross cutting all of these are the Trust research groups including Disease Specific Groups, CPCR, and Diagnostics (imaging and pathology), demonstrating the importance of patient experience and values across all Trust research activity. Underpinning the Trust research groups is the infrastructure which ensures delivery of the highest quality of research.



## Clinical Research at The Christie: current landscape and future directions

Current research activity relating to patient centeredness was explored through stakeholder engagement with Christie staff, patients and external partners. The current landscape and where we aim to be by 2020 is detailed below. The 'How we will get there' section reflects the functions of CPCR.

### **Where we are now...**

### **Where we want to be...**

#### **How we will get there:**

Small isolated pockets of clinical research	<ul style="list-style-type: none"> <li>- Establish CPCR as a 'home' and coordination of patient centred research</li> <li>- Establish CPCR Steering Committee to review progress and provide strategic guidance</li> <li>- Enhance links between R&amp;D and CPCR to create proportionate study approvals</li> </ul>	Coherent and coordinated research portfolio linked to CPCR themes
Lost potential with projects badged as service evaluation/audit	<ul style="list-style-type: none"> <li>- Develop Clinical Academic Career pathway for nurses and AHPs</li> </ul>	Clear pathway and support for research project development
Perceived lack of research culture and opportunities for clinicians (nurses, AHP's and medical) to undertake and lead clinical research	<ul style="list-style-type: none"> <li>- Capitalise on opportunities for research development in clinical staff (e.g. Internships, Studentships and Fellowships through NIHR, HEE and other funding bodies)</li> <li>- Active collaboration and synergy with other Christie research groups</li> </ul>	Enhanced research culture with sustained support for clinician led research
R&D processes geared towards clinical trials of investigational medicinal products (CTIMPs)	<ul style="list-style-type: none"> <li>- Active and mutually beneficial collaboration with Christie partners</li> </ul>	Streamlined and proportionate R&D processes – creation of Tier 2 study process for non-CTIMP studies
Patient centred and nurse/AHP led research seen as being separate to Trust research agenda		Evidence of integrated patient centred research in revised Trust Research Strategy
Limited clinician research capacity and capability		Well prepared and supported group of clinical researchers and Clinical Academic Career pathways
Achievements not widely disseminated and celebrated – "no home" for non-CTIMP research		A vibrant and visible network of researchers linked to CPCR research themes and active promotion of achievements.

## **CPCR Vision**

The vision for CPCR is to be nationally and internationally recognised for excellence in patient centred cancer research and evidence implementation.

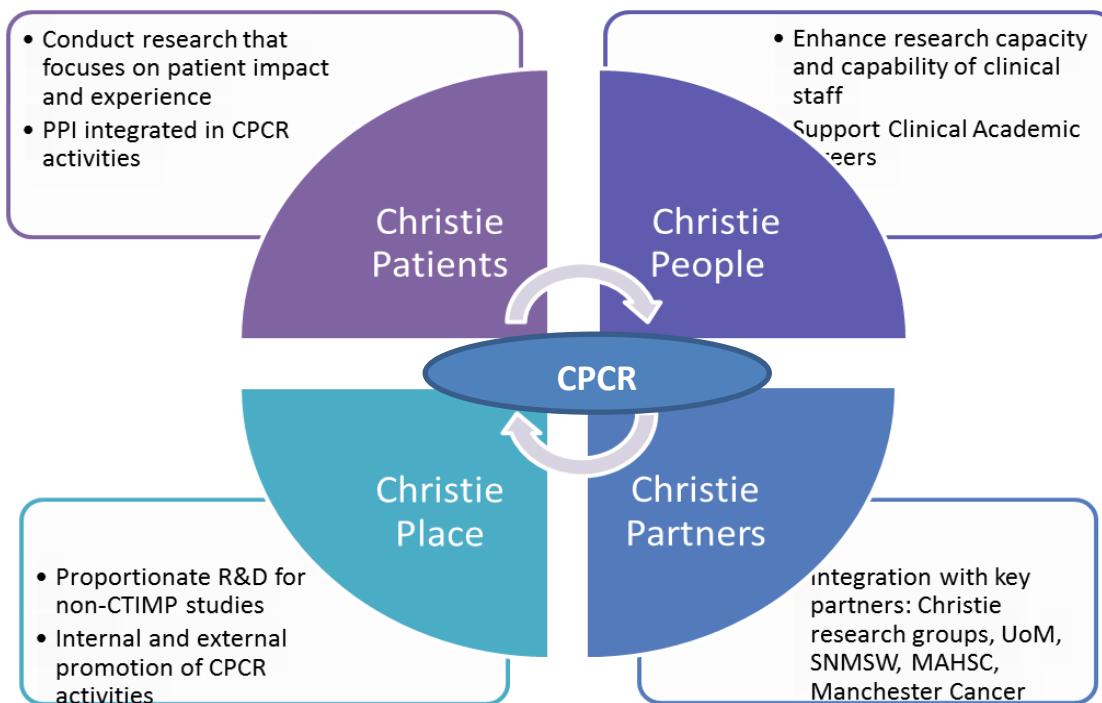
### ***The function of CPCR focuses on:***

- Undertaking and facilitating high quality research that is clinically relevant and patient and carer centred
- Facilitating the implementation of research findings into practice
- Building research capacity and capability for cancer focused clinical staff across Greater Manchester
- Providing an interface with clinical trials of investigational medicinal products to enhance a patient centred approach
- Supporting clinical academic career pathways for clinicians (nursing, AHP, medical)
- Promoting the dissemination of research and practice innovations
- Building and strengthening collaborations within and across partner organisations: University of Manchester research groups (Cancer & Supportive Care (SUPAC), Dementia and Aging Research Team (DART), and School of Psychological Sciences), Collaboration for Leadership in Applied Health Research and Care Greater Manchester (CLAHRC), and other Higher Education Institutions and care providers.

## **CPCR Development Framework**

We have set out a 4-year plan (2016-2020), of research development that mirrors The Christie 20:20 Vision and the Christie Research Strategy, ensuring that the work of CPCR is congruent with the Trust's future direction and that outputs are 'close to practice'. To deliver the vision of CPCR it is recognised that commitment and action are required at different levels, from the individual, the organisation, wider NHS and academic partners, whilst ensuring that all that we do remains patient centred. This will be guided by the framework <sup>3</sup> – The Christie 4 P's: The Christie Patients, The Christie People, The Christie Place, and The Christie Partners. The 4 P's Framework will provide guidance to support the continual development of CPCR.

## The Christie 4 P's Development Framework



### CPCR objectives and success indicators: 2016 – 2020

#### **Christie Patients: our aim is to conduct research that reflects patient centeredness through the integration of PPI and targeted funding**

Objectives:

- To include PPI representation and integration in CPCR activities as outlined by INVOLVE (e.g. setting CPCR research priorities, co-applicants on grant applications, review of research related materials).
- To develop and maintain a portfolio of externally funded patient centred research that is clinically relevant across different healthcare facilities and care pathways (including prevention, early detection, treatment, late toxicity and survivorship).

Success Indicators:

- 1) Evidence of PPI integration in CPCR activities: steering committee and research group membership.
- 2) The number of externally funded studies led within CPCR will increase: 1 in 2016; 1 in 2017; 2 in 2018; 3 in 2019 and 2020.
- 3) Projects led within CPCR will generate an increasing annual income: £20k in 2016 and 2017; then increase by £20k each year.

**Christie People: our aim is to develop and support clinical staff to engage with research and evidence implementation in their daily practice**

Objectives:

- To enhance research capacity and capability in all clinical staff through internal and external opportunities for training and secondments
- To develop Clinical Academic Career structure for nurses and AHPs

Success Indicators:

- 1) Increased number of clinical staff undertaking research training at all levels with external funding – including Research Internship, MClinRes, PhD and Post-Doctoral:

Research Training	Nursing and AHP Baseline <sup>+</sup> 2014-15:	Success Indicator
<b>HEE Internship</b>	1	2016 = 1*
		2017 – 2020 = 1 per year
<b>MRes programme</b>		
NIHR studentship	2	2016 – 2020 = 1 per year
Other (e.g. charities)	1**	2016 – 2020 = 1 in total
<b>PhD programmes</b>		
NIHR	0	2016 – 2020 = 2 in total
Other (e.g. charities)	0	2016 – 2020 = 1 in total
<b>Post-Doctoral</b> NIHR or other	0	2016 – 2020 = 1 in total***

+ scoping exercise of medical research training in progress; \*One successful applicant for 2016 cohort; \*\*One CPCR secondment Sept 2015; \*\*\* One staff submission to NIHR in 2016

- 2) Increased quantity and quality (rated 3/4 stars) of publications from CPCR research group members: focusing on ¾ stars - 1 paper in 2016, 2017, 2018; 2 in 2019 and 2020.

**Christie Place: our aim is to further develop a positive research culture that supports the growth of patient-centred research**

Objectives:

- To embed CPCR within the Christie Research Strategy
- To development appropriate infrastructure to enhance and support clinical research
- Increased internal and external recognition and promotion of CPCR

Success Indicators:

- 2) Evidence of CPCR recognition in Christie Research Strategy with an annual report submitted to the Christie Research Strategy Committee for review
- 3) Proportionate R&D for non-CTIMP studies - creation of Tier 2 study process
- 4) Evidence of CPCR dissemination and publicity using social networking, Trust Intranet and establishment of branding and internet presence.

**Christie Partners: our aim is to integrate patient centred research with our internal and external partners**

Objectives:

- Established programmes of clinical research that is integrated within the portfolio of other Christie Research Groups.
- Develop mutually beneficial relationships with other Christie Research Groups and partners including UoM, SNMSW (Cancer Supportive and Palliative Care, Dementia and Aging Research Team, School of Psychological Sciences), Manchester Cancer, other HEI's and health care providers.

Success Indicators:

- 1) Evidence of annual increase in joint external funding applications: 4 joint applications between 2016 to 2020.

**CPCR objectives for the first 12 months (January 2016 – January 2017):**

- 1) Establish CPCR research themes including leads, membership and PPI, and link theme leads/members with relevant researcher leads at UoM
- 2) Develop database of CPCR projects including funded research studies and audits that may lead to research opportunities (achieved)
- 3) Conduct 2 'drop-in' sessions on CPCR and research opportunities
- 4) Conduct 1 'research awareness' workshop for clinicians
- 5) Engage with key stakeholders to develop a strategy for clinical academic roles
- 6) Submit at least one application to each NIHR research studentship funding streams (Internship already achieved and 1 Post Doc submission)
- 7) Work with the Trust library to develop a database to capture CPCR publications and research impact
- 8) Implement Tier 2 study process
- 9) Embed CPCR in the emerging Christie Research Strategy (achieved)
- 10) Establish CPCR Internet presence
- 11) Develop engagement strategy with partners (Cancer & SuPaC, DART and School of Psychological Sciences - achieved), and CLAHRC.

References:

1. NHS 5-year review: <https://www.england.nhs.uk/wp-content/uploads/2014/10/5yfv-web.pdf>
2. Cancer Strategy for England: [www.cancerresearchuk.org](http://www.cancerresearchuk.org)
3. Richardson A (2013). Enabling Excellence in Care. Southampton University Hospitals NHS Trust.